








# Pilot Readiness Criteria





Green	Complete, or on track per planned activity					
Amber	Not planned but able to accommodate in plans					
Red	At risk of not being complete by the time it will be required					
Definition of ready to start the pilot			There is a high degree of confidence that a claimant can be supported throughout the entire journey. <i>Confidence to be determined by story/feature completion or as otherwise noted below</i>			
#	Readiness Criteria	Measures / Requirements	How this is measured	Readiness	Jira Ref.	Notes
1	We can test the criteria for inviting claimants at the right time for them, defining and testing the inclusion and exclusion criteria	<ul style="list-style-type: none"><li>Exclusion criteria agreed and redefined as needed</li><li>Ability to identify if a claimant meets any of the exclusion criteria</li><li>Ability to identify claimants who meet the deferral criteria (where possible)</li><li>Case load list available for Pilot site (Households ready to move)</li></ul>	<ul style="list-style-type: none"><li>Inviting the first 100 claimants that have natural interventions with us (e.g. existing appointments, quarterly reviews and work-focused interviews [WFI])</li><li>We will record which claimants we defer/exclude</li></ul>	<ul style="list-style-type: none"><li>Finalise how &amp; where to record exclusions etc.</li></ul>	<div><a href="#">UCMM-815</a> - Agree Day One exclusion groups Done</div> <div><a href="#">UCMM-600</a> - Record Deferral Done</div> <div><a href="#">UCMM-1138</a> - Record Exclusion Done</div> <div><a href="#">UCMM-1231</a> - Agree Day 1 exclusions and deferrals at BDA Done</div>	Need for start  Stories complete







2	<p>We can test engagement and mobilisation to ensure ‘invited’ claimants successfully claim UC at the right time</p> <p>We can monitor the stages and steps taken (including the duration of each stage) to test and learn which steps yield the better outcome for claimants</p>	<ul style="list-style-type: none"> <li>Initial design of conversations ready to test</li> <li>Ability to identify: <ul style="list-style-type: none"> <li>Deadline date for Migration Notice</li> <li>Number of claims made on or before the deadline</li> <li>Number of engagements prior to and after the Migration Notice is issued</li> <li>Number of claimants that do not claim before the original deadline and do not request an extension</li> <li>Number of claimants that request an extension</li> <li>Number of claimants that do not make any claim for UC and why</li> <li>Number of claimants that make a claim prior to the Migration Notice and therefore lose TP</li> </ul> </li> <li>Ability to obtain feedback on the journey and communications</li> <li>Ability to test different contact</li> </ul>	<ul style="list-style-type: none"> <li>We will test a Minimum Viable Product version of the Manage a Move (MAM) system and its ability to follow the claimant journey</li> <li>We will record the stages of claimants’ journey in MAM</li> <li>We will gather feedback via user research from claimants and agents</li> <li>We will test and review the ‘tested and reviewed</li> <li>Feedback gathered from 3rd party organisations from national forums and locally through the Partnership Manager</li> <li>Front of House enquiry monitoring</li> </ul>	<ul style="list-style-type: none"> <li>Finalise research plan.</li> <li>Finalise 3rd party support mechanisms with stakeholders</li> <li>FoH measurement to be confirmed</li> <li>Evaluation criteria</li> </ul>	<p>Stories for research plan, stakeholders, evaluation plan (UCMM-1216), FOH</p>	<p>Confirm system a week before start.</p>
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		<p>methods for conversations and reminders</p> <ul style="list-style-type: none"> <li>• Ability to record inbound communication from claimants, i.e. how claimants respond following our engagement methods</li> <li>• Ability to review the information (content and volume) given to claimants</li> </ul>				
3	We can control the number of claimants invited to the journey	<ul style="list-style-type: none"> <li>• Manual identification of claimants/volumes in place</li> <li>• Ability to measure volumes of claimants at each stage of the journey</li> <li>• Ability to track volumes to ensure we do not go beyond the 10,000 claimant award cap</li> <li>• Ability to control the warm-up conversation trigger points</li> </ul>	<ul style="list-style-type: none"> <li>• We will log claimants that have been invited and record which stage of the journey they are in via MAM</li> <li>• UCFS able to identify Move to UC claimants</li> </ul>	<ul style="list-style-type: none"> <li>• Confirm MVP of MAM</li> </ul>	 <p><a href="#">UCMM-1139</a> - Select to move Done</p> <p>Confirm which is the system of record</p>  <p><a href="#">UCMM-492</a> - Create message to inform UCFS who has been issued a Migration Notice Done</p>	<p>Confirm MAM system a week before start.</p> <p>Need to be able to identify claims to UC</p> <p>Dashboard not needed before starting</p>

4	We are ready to issue and obtain feedback on the Migration Notice	<ul style="list-style-type: none"> <li>• Policy and Legal sign off of Migration Notice</li> <li>• We have the ability to iterate the Migration Notice following learning and get this signed off rapidly by Policy and Legal</li> <li>• Means to obtain feedback on communications</li> <li>• We have a process for issuing the Migration Notice to single/couple claimants</li> </ul>	<ul style="list-style-type: none"> <li>• User research is undertaken with claimants; the findings are shared to inform any required changes/iteration with Policy and Legal</li> <li>• Documented sign-off from Policy</li> </ul>	<ul style="list-style-type: none"> <li>• Finalise research plan</li> <li>• Complete sign off of Migration Notice</li> </ul>	<a href="#">Drafts and earlier versions of design products</a>	<p>Needed for start</p> <p>Evaluation framework 5 days before start</p> <p>Sign off by day of start</p>
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5	We are ready to test support mechanisms and have the ability to learn what support works for claimants	<ul style="list-style-type: none"> <li>• We have a mechanism that knows where a claimant is in their journey to UC</li> <li>• We have mechanisms to learn and obtain feedback from claimants and agents to understand why their journey may have deviated from a 'happy path' (e.g. a claim for UC prior to receiving the Migration Notice)</li> <li>• We can identify individual claimant support needs</li> <li>• We can measure the types of engagements and support methods taken to enable claimants to make a claim to UC</li> <li>• We will have an agreed process of reviewing the initial claimant journeys to inform future design/decisions</li> <li>• We have a process to take Discretionary Hardship Payment (DHAP) claims, assess these and make payments</li> <li>• We can test the effectiveness of the labour market proposition for M2UC claimants</li> </ul>	<ul style="list-style-type: none"> <li>• MAM</li> <li>• User research (solicited and unsolicited)</li> <li>• We capture any identified claimant support needs (e.g. digital literacy) in the initial conversations</li> <li>• We have a sufficiently sophisticated framework to connect up our learning from different sources in a coherent way</li> <li>• DHAP process in place</li> <li>• Work Coaches able to provide labour market support and operate conditionality regime</li> <li>• Ensure user research and data analysis focuses on labour market engagement/outcomes as well as transfer process</li> </ul>	<ul style="list-style-type: none"> <li>• Approach for recording all research and learning agreed</li> <li>• Framework to connect learning agreed</li> <li>• Confirm MVP for DHAP process</li> <li>• Confirm UR/analysis approach for labour market activation</li> </ul>	 <a href="#">MS-9601</a> - Move to UC (managed migration) - support pilot In Due Course  Evaluation framework - confidence based on plan existing & hypotheses to test.  DHAP (UCMM-####) <ul style="list-style-type: none"> <li>▪ Process ALP/Guidance</li> </ul>	<p>Needed for day 1</p> <p>Meeting 9th July to start research &amp; learning framework design.</p>
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6	We can test the identification and record when a claim to UC has been made	<ul style="list-style-type: none"> <li>Ability to identify that the claimant has made a claim to UC</li> <li>Ability to record the claim to UC submitted date and identity verification date</li> <li>Ability to identify that a claimant is a Move to UC claimant</li> <li>Ability to identify that the claimant has been given a UC award</li> </ul>	<ul style="list-style-type: none"> <li>MAM</li> <li>UCFS</li> </ul>	<ul style="list-style-type: none"> <li>Security acceptance of initial solution.</li> <li>Initial solution design &amp; delivery.</li> </ul> <p>Subsequent iteration</p> <ul style="list-style-type: none"> <li>Confirm MVP of MAM</li> <li>UCFS to confirm M2UC claim identified</li> <li>Prioritisation conflict between SDP &amp; Move to UC</li> </ul>	 <a href="#">MS-9601</a> - Move to UC (managed migration) - support pilot In Due Course  Subsequent iteration:  <a href="#">UCMM-628</a> - Record/Update that a claim to UC has been made Done  <a href="#">UCMM-143</a> - Jira project doesn't exist or you don't have permission to view it.   <a href="#">UCMM-492</a> - Create message to inform UCFS who has been issued a Migration Notice Done   <a href="#">UCMM-1154</a> - UCFS to M2UC Claim Made Data (IEI complete) Done	<p>Initial solution:</p> <p>Messages will be emailed between Leeds &amp; London systems</p> <p>Subsequent iterations will further automate the sending &amp; receiving of messages.</p> <p>SDP a priority, Move to UC services readiness to be confirmed once SDP work complete.</p>
7	We can test the process to confirm eligibility for TP		<ul style="list-style-type: none"> <li>M2UC/UCFS data exchange will highlight couple/partner status changes</li> <li>Manual check to confirm eligibility</li> </ul>	<ul style="list-style-type: none"> <li>Confirm how and where legacy data sources are recorded</li> </ul>	<p><del>Sharing eligibility between systems (Move to UC to UCFS)</del></p> <p><del>Need to agree contingency to planned data sharing solution as above</del></p>	Merged with line 8.

8	<p>We are ready to test our ability to calculate Transitional Protection for relevant claimant groups, including confirming eligibility for TP</p>	<ul style="list-style-type: none"> <li>• Policy Assurance obtained for TP calculator</li> <li>• Ability to obtain data from various sources required to calculate TP</li> <li>• Ability to input required data into the calculator (UI available)</li> <li>• Ability to share output of calculation including TP amount with UC London</li> <li>• Ability to measure accuracy of calculation</li> <li>• Agreed process to handle complaints and appeals</li> <li>• Have a process to validate the TP calculation award</li> <li>• Ability to identify if a claimant has changed circumstances to make them no longer eligible</li> <li>• Change in partner / couple status</li> <li>• Termination of legacy benefit (Not as a result of the UC Claim)</li> </ul>	<ul style="list-style-type: none"> <li>• Automated test coverage</li> <li>• Compare output of TP calc with Policy's independently worked out figure.</li> <li>• All rules used can be interrogated by Policy</li> <li>• Agree the data sources with agents &amp; SMEs</li> <li>• Working &amp; tested UI for input to calc.</li> <li>• Integration testing</li> <li>• Monitor number of successful appeals</li> <li>• Number of complaints on TP</li> <li>• M2UC/UCFS data exchange will highlight couple/partner status changes</li> </ul>	<ul style="list-style-type: none"> <li>• Environment build &amp; testing</li> <li>• Software deployment &amp; testing</li> <li>• Policy assurance completed</li> <li>• Integration testing completed</li> <li>• Confirm how and where legacy data sources are recorded</li> <li>• Storage of data for TP calc</li> <li>• Prioritisation conflict between SDP &amp; Move to UC for sharing data</li> </ul>	<div>  <a href="#">MS-18239</a> - M2UC: Send data to support TP calculation Done         </div> <div>            Done <a href="#">MS-9601</a> - Move to UC (managed migration) - support pilot In Due Course         </div> <div>  <a href="#">UCMM-853</a> - Assurance of the rules and approach to the TP Calculation - Outline approach Done         </div> <div>  <a href="#">UCMM-1213</a> - Assurance of the rules and approach to the TP Calculation - resolve any Policy differences Done         </div> <div>  <a href="#">UCMM-1215</a> - Assurance of the TP Calculation process (Intelligent Challenge) - stakeholder sign off/assurance Done         </div> <div>  <a href="#">UCMM-1158</a> - UCFS to M2UC TP data received Done         </div>	<p>Production environment needed for day 1.</p> <p>SDP a priority, Move to UC environment readiness to be confirmed once SDP work complete.</p>
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9	We are ready to test our ability to pay and erode Transitional Protection for relevant claimant groups	<ul style="list-style-type: none"> <li>Ability to accurately pay the calculated TP amount for a claimant</li> <li>Ability to accurately erode TP over time</li> </ul>	<ul style="list-style-type: none"> <li>Agent is able to check UC system to confirm TP payment</li> <li>Erosion rules in place</li> </ul>	<ul style="list-style-type: none"> <li>Feature currently under development</li> <li>Full erosion and ending rules will be delivered after Day 1.</li> <li>Prioritisation conflict between SDP &amp; Move to UC for sharing data</li> </ul>	 <p><a href="#">MS-18333</a> - M2UC: include TP in UC calculation Done Done</p> <p>UCMM-#### (transfer data)</p>	<p>Initial solution:</p> <p>Messages will be emailed between Leeds &amp; London systems</p> <p>Subsequent iterations will further automate the sending &amp; receiving of messages.</p>
10	We are ready to test an explanation of how TP was calculated	<ul style="list-style-type: none"> <li>Ability to review stored data used to calculate TP</li> <li>Ability to measure comprehension of explanation</li> </ul>	<ul style="list-style-type: none"> <li>Staff can access the legacy data used to calculate TP</li> <li>Rationale and versioning of rules being captured</li> <li>User research to measure</li> </ul>	<ul style="list-style-type: none"> <li>Confirm how and where legacy datasources are recorded</li> </ul>	<p>UCMM-####</p> <p>Confirm the scope of this readiness criterion / design - Sarah</p>	<p>Need for start, dependent on scope</p>
11	We are ready to test our ability to recalculate TP based on a valid change of circumstances or appeals	<ul style="list-style-type: none"> <li>Ability to re-use data used for a previous calculation, supplemented with the data that has changed</li> </ul>	<ul style="list-style-type: none"> <li>M2UC/UCFS system exchange will supply info for recalculation.</li> <li>When re-calc triggered from 3rd party (such as HMRC), manual calculator system allows us to easily rerun information</li> <li>Previous calculation data (source, data, time) is saved in a retrievable format</li> <li>Previous calculation data can be recovered from storage accurately</li> <li>Data can be updated with relevant changes and used to re-calculate TP</li> <li>Compare with previous TP calculation to confirm difference.</li> <li>Apply TP calculation confidence measures</li> </ul>	<ul style="list-style-type: none"> <li>Process for identifying changes</li> <li>Process for recalculating</li> <li>(Sharing data between systems for changes per initial solution)</li> </ul>	<p>UCMM-####</p>	<p>Need for start</p> <p>Actual recalculation of TP will be the same process as calculating.</p> <p>The need is for change of data identification and comparison with previous data.</p> <p>(Data sharing between UCFS &amp; Move to UC will be based on initial solution).</p>



12	Our delivery partners and 3rd party stakeholders have been consulted and engaged in co-designing the service ahead of commencement of the Move to UC Pilot	<ul style="list-style-type: none"> <li>• HMRC and LA are ready and support the M2UC process</li> <li>• Stakeholders have been consulted about and have been involved in co-designing M2UC process and we are able to measure how/what they do to direct or deliver parts of the service</li> </ul>	<ul style="list-style-type: none"> <li>• HMRC and LA confirm they are ready to start</li> <li>• National stakeholder exercise completed</li> <li>• Local stakeholders engaged</li> </ul>	<ul style="list-style-type: none"> <li>• LA and HMRC ready</li> <li>• Local stakeholder discussions complete</li> </ul>	<p>UCMM-####</p> <p>(feedback method)</p> <p>UCMM-####</p> <p>(version control policy &amp; process)</p>	<p>Needed for start</p> <ul style="list-style-type: none"> <li>• HMRC SPOC starts in Team Harrogate on 08 Jul 2019</li> <li>• Initial engagement sessions run in June with local Harrogate 3rd party stakeholders. Another session with those identified as potential options for 'Who Knows Me' trusted partner activation is booked for 23 Jul 2019</li> </ul>
13	There are sufficient experienced and trained Operations staff in place	<ul style="list-style-type: none"> <li>• DWP team in place</li> <li>• LA secondees in place</li> <li>• HMRC representative in place</li> </ul>	<ul style="list-style-type: none"> <li>• All staff in place in Harrogate</li> <li>• All staff completed training and upskilling on M2UC</li> </ul>	<ul style="list-style-type: none"> <li>• Staff training completed</li> </ul>	Regular meetings with Ops to confirm preparation.	<ul style="list-style-type: none"> <li>• LA secondees now in Team Harrogate</li> <li>• HMRC SPOC starts in Team Harrogate on 08 Jul 2019</li> <li>• CM now in place</li> <li>• Deputies identified for CM/CSTL (Team Harrogate)</li> </ul>

14	Our people have the knowledge to support claimants based on approved and co-designed processes	<ul style="list-style-type: none"> <li>Pilot team and supporting offices are aware of and co-designed the M2UC process</li> <li>Pilot team and job centre are involved in the journey design in readiness to implement the process</li> </ul>	<ul style="list-style-type: none"> <li>Feedback and questions received from staff</li> <li>Types of questions received</li> <li>DWP Comms plan (reviewed by Harrogate JCP staff)</li> </ul>	<ul style="list-style-type: none"> <li>DWP comms plan complete</li> </ul>	<p>Regular meetings with Harrogate JCP.</p> <p>Comms plan signed off.</p>	<ul style="list-style-type: none"> <li>Information sharing session booked with Harrogate JCP</li> </ul>
15	We can learn and iterate to inform the readiness for scaling	<ul style="list-style-type: none"> <li>Feedback mechanisms in place</li> <li>An understanding of the characteristics of the cases covered within pilot site in comparison to the remainder of the claimant group</li> <li>We will have a process for incident management for Harrogate</li> </ul>	<ul style="list-style-type: none"> <li>MAM</li> <li>User research</li> <li>Feedback from staff and partner organisations</li> <li>Analysis of the data captured (qualitative and quantitative)</li> <li>Product Support (and incident reporting) process</li> </ul>	<ul style="list-style-type: none"> <li>Confirm MVP of MAM</li> <li>Incident management approach confirmed</li> </ul>	<p>UCMM-#### (dashboard)</p> <p>Evaluation framework</p> <p>Product Support process agreed</p>	<p>Need for start</p> <ul style="list-style-type: none"> <li>MAM MVP agreed</li> <li>Incident management approach plan drafted and out for discussion</li> </ul>
16	Where a claimant has successfully made a claim to UC, we will use current stop notices process to prevent overpayment of legacy benefits  (& HMRC manual process)	<ul style="list-style-type: none"> <li>BAU Processor DWP / LA</li> <li>Stop notice process in place for HMRC</li> </ul>	<ul style="list-style-type: none"> <li>BAU UCFS measurement for stop notices</li> <li>Analysis of data specific to Move to UC claimants</li> <li>Monitor legacy overpayments</li> </ul>	<ul style="list-style-type: none"> <li>HMRC stop notice process tested</li> </ul>	<p>UCMM-#### (HMRC stop)</p>	<p>Need for start</p>

17	<p><b><i>Not needed to start the pilot</i></b></p> <p><i>We will learn the most effective way to manage changes of circumstances of claimants and where these are actioned across legacy and UC services</i></p>	<ul style="list-style-type: none"> <li>• <i>Number of change of circumstances that result in recalculations</i></li> <li>• <i>Number of changes of circumstances identified only through engagement with claimants</i></li> <li>• <i>Monitoring how change of circumstances are shared across legacy and UC – manual process agreed</i></li> <li>• <i>Number of CoCs that result in the claimant becoming a CoC claimant (e.g. change of couple status)</i></li> <li>• <i>Number of CoCs before the first award</i></li> <li>• <i>The types of CoCs and compliance</i></li> </ul>		<ul style="list-style-type: none"> <li>• <i>Process for identifying and managing CoC</i></li> <li>• <i>Recording &amp; measuring CoC data</i></li> </ul>	UCMM-####	<p><b><i>Not need for start</i></b></p> <p><i>First 100 managed to have no outstanding CoC</i></p>
18	<p>The initial Move to UC pilot meets UC design, security and performance standards and is compliant with relevant DWP BAU guidance</p>	<ul style="list-style-type: none"> <li>• We will attend relevant governance groups and have relevant sign-off prior to initiating the pilot</li> <li>• Trade Unions informed</li> <li>• We have obtained security assurance and testing regarding processes and systems used for the pilot</li> </ul>	<ul style="list-style-type: none"> <li>• Data sharing agreements with trusted partners</li> <li>• Security Assurance</li> <li>• TDA</li> <li>• BDA</li> <li>• GDPR principles</li> <li>• Equality Impact Assessment</li> <li>• Health and Safety Risk Assessment</li> <li>• Departmental and local TU meetings held</li> </ul>	<ul style="list-style-type: none"> <li>• Confirm all necessary assessments complete, as appropriate</li> </ul>	<p>(Not needed for start) LA &amp; HMRC MOU signed off</p> <p>HMRC MOU for TP</p> <p>Gaz Taylor - security assurance, GDPR,</p> <p>Steve Davey - HSR</p> <p>Hazel - TU meetings</p>	<p>Need for start</p> <p>How will security assurance be managed - risk assessment to RAC.</p>